

# THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

## Departmental Research Seminar

### Effects of Government-to-Contractor Revolving Door Directors on Customer Relationship Performance

By

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**Date : 20 Jan 2025 (Mon)**  
**Time : 10:30 am – 12 noon**  
**Venue : M802, PolyU**

#### Abstract

Firms in business-to-government (B2G) marketplaces often invite former government officials to join their boards of directors, in search of their critical knowledge and access. However, the actual impacts of these revolving door directors are unclear for marketing outcomes. By analyzing multisource, secondary panel data of 1,677 publicly traded U.S. firms in the B2G market between 2005 and 2021, the authors find that revolving door directors significantly improve three dimensions of customer relationship performance: customer acquisition, customer retention, and cross-selling performance. The beneficial effects of revolving door directors are contingent on demand volatility and the competitive-bidding preferences of the government customers the firm serves. That is, revolving door directors are more effective for improving customer relationship performance when firms face higher demand volatility from customers but less effective if customers prefer competitive-bidding processes. The customer relationship performance also mediates the relationship between revolving door directors and financial outcomes (contracting performance). These results provide unique contributions to marketing theories and implications for practitioners.

**Dr Ju-Yeon Lee** is the John and Connie Stafford Professor in Business and an Associate Professor of Marketing at Iowa State University. Her research focuses on customer centricity, business-to-government (B2G) and business-to-business (B2B) relationships, and digital/online channels. Dr Lee's research has appeared in premier journals, including the *Harvard Business Review*, *Marketing Science*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of International Business Studies*, and *Journal of the Academy of Marketing Science*. Her research was recognized with the *Financial Times (FT) Responsible Business Education Award*, and the *Davidson Award*. Her work was selected as a finalist for the *AMA/MSI/H. Paul Root Award* and the *AMA-Responsible Research in Business and Management (RRBM)-EBSCO Award*. Grants from the *Marketing Science Institute* have supported her research. She serves as an Area Editor at the *Journal of the Academy of Marketing Science*, where she was also honored with the Best Reviewer Award. She is currently the Vice Chair of AMA's Tech SIG, and serves on the Editorial Review Board of the *Journal of Marketing*, the *Journal of International Business Studies*, and the *Journal of Public Policy & Marketing*. Dr Lee has taught various marketing analytics and marketing strategy courses to undergraduate, MBA, and doctoral students.

**All interested are welcome.**



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